

WORKING PAPER

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Appendix A: Terms of Reference

25 April 1969 APPENDIX A

MEMORANDUM FOR: Chief, Production Services Group  
Chief, Imagery Exploitation Group  
Chief, Technical Services & Support Group

SUBJECT : Terms of Reference: Review of Management Information System

1. At the direction of the Executive Director, NPIC, the PPB Staff has been tasked to "define management information needs, reassess the need for MIS, and consider alternatives". [redacted] would like to have a response to his request by 29 May 1969.

2. Our report to [redacted] should incorporate the needs, views, and best efforts of all Center components. The utility of the final product will depend in great part on your active participation. Thus, the cooperation and assistance of the Groups and Staff will be required to carry out this task.

3. The attached Questions Bearing on the Problem are forwarded for your information and review. We would like to meet with your representatives to discuss the Terms of Reference and the general approach to the task at 1000 hours, Monday, 28 April, in the Green Room.

4. Please telephone [redacted] giving the names of your representatives. We would ask you to insure that there is at least one representative from your Group, but feel free to include as many representatives as you wish.

[redacted]  
Chief  
Planning, Programming & Budgeting Staff

Attachment: a/s

Distribution:

- 1 - NPIC/PSG
- 1 - NPIC/IEG
- 1 - NPIC/TSSG
- 1 - NPIC/PPBS

Appendix A: Terms of QUESTIONS BEARING ON THE PROBLEM  
Reference

I. Definition of Management Information Needs

- A. What levels of management should be included in view of the short deadline? Will restriction to these management levels be adequate in terms of producing a meaningful report?
- B. What components should be involved?
- C. What are the missions and functions of each management component? What is the actual management structure; that is, what plans are formulated and decisions made by the organizational components?
- D. What information is now utilized at each management point? Why is it required? How is it obtained? How is it used?
- E. What information, not now available, is needed? Why and for whom is it needed? Why can it not be obtained currently?
- F. What information will be needed in the future? Why will it be needed? How will it be used?

II. Reassess the Need for the MIS

- A. What factors should be considered? Can data on these factors be gathered in the required detail and within the time frame?
- B. Does a reasonable criteria for assessing the MIS exist? If not, can one be established?
- C. How does the MIS operate?

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- D. How is the MIS used by management? Is it deficient, and if so, in what respects? What are its strengths? Is any information collected not used?
- E. What are the costs of the MIS? In view of 1 and 2 above, does the payoff from the MIS in its current form justify its costs?

## III. Consider Alternatives

- A. What level of detail can be incorporated within the time frame? Will this level be meaningful? If not, what must follow-on to make it meaningful?
- B. What components should participate in the generation of alternatives?